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MEMORANDUM FOR: Deputy Director (Coordination)  
Deputy Director (Intelligence)  
Deputy Director (Plans)  
Deputy Director (Support)

17 FEB 1958

SUBJECT : Personnel Selection Out Procedures

1. In the management of the Agency's mission, we must have a continuing awareness that the vital objectives to which we address ourselves cannot be fully met unless each individual in the Agency is making a real contribution. Our personnel policies must reflect a similar awareness in keeping pace with what will be the requirements and tests of the future. We were forced to increase our personnel at too rapid a rate during the period of the Korean War. Accordingly, I am approving certain procedures the purpose of which is to identify and release from employment persons whose effectiveness is substandard (that is, persons who cannot meet Agency standards of work efficiency or conduct). Considerations of fairness to the individuals affected, the impact on Agency morale, the position of the Agency in relation to the inevitable external pressures generated in behalf of the persons identified and released impose upon the Agency a high responsibility to exercise this program with painstaking objectivity. The procedures established are those designed to assure judicious and careful deliberation on all cases.

2. The procedures for identifying personnel for selection out, i.e., termination of employment, comprise the following principal elements:

a. Deputy Directors and Heads of Career Services are responsible for identification of personnel who should be selected out in the interests of the Agency's programs, operations, and activities. Deputy Directors and Heads of Career Services will insure that the formal reviews for such identification, as described herein, are completed within ninety days from the date of this memorandum, and that similar reviews will be conducted annually thereafter. In addition to formal reviews for identification of personnel who should be selected out, each Deputy Director and Head of a Career Service will automatically advise the Personnel Office of an individual who fails to meet Agency standards at the time that failure is first noted.

b. For assistance in carrying out this responsibility, Deputy Directors and Heads of Career Services have available the existing advisory mechanisms of the Career Service Boards and the Competitive Evaluation Panels which are used to review candidates for competitive promotion in the grades (currently GS-9 through GS-15) specified in Regulation  . Review of the qualifications of personnel below these grades for selection out purposes will be accomplished by the Heads of the Career Services in collaboration with the operating officials responsible for their performance.

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- c. When the advisory services of the Competitive Evaluation Panel are used in order to assist in the identification of personnel for selection out, the action of the Panel may consist of a listing of personnel in the Career Service arranged in rank order by grade according to those whose cases most warrant action for release from Agency employment.
  - d. General questions of suitability, effectiveness, or potential of an individual will automatically occasion review of his case under these procedures. Additionally, Deputy Directors and Heads of Career Services will review carefully the records of persons whose promotion progress has slowed down. Because of the nature of the many tasks performed in the Agency, it is to be expected that a considerable number of valuable employees will repeatedly come under review when this criterion is applied. The continued employment of a number of these individuals, despite the fact that they are not promoted, in no way runs counter to the objectives of these procedures.
  - e. When Panel review of cases is requested by the Deputy Director or Head of the Career Service, the results should normally be communicated to the Deputy Director or Head of the Career Service through the appropriate Career Service Board. If the recommendations of the Board vary from the report of the Panel, the Deputy Director or Head of the Career Service should be apprised of such differences when they occur.
  - f. When a Deputy Director or Head of a Career Service decides to propose an individual for selection out, he will insure that the person concerned is informed of this decision and the reasons therefor. In formulating this explanation he will consult with the Director of Personnel for the purpose of determining whether the action falls in the category of cases of inefficiency and/or unsatisfactory conduct, or if it stems from the individual's lack of qualifications for continued employment in the light of the Agency's staffing needs.
  - g. After the individuals concerned have been notified in accordance with sub-paragraph f., above, the names of personnel proposed by Deputy Directors and Heads of Career Services for selection out will be conveyed directly to the Director of Personnel for action leading to separation or consideration for further training and transfer to other components and/or reduction in grade.
3. The Director of Personnel will conduct a review of all cases received pursuant to paragraph 2g., above. When the Director of Personnel concurs in the proposed separation, he will notify the Deputy Director or Head of Career Service concerned and arrangements will be made to effect separation in accordance with the formal procedures given herein, or to accept the individual's resignation, and (in meritorious cases) for assistance in obtaining other employment.

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4. The Director of Personnel will notify those employees against whom formal separation procedures are to be invoked of the action proposed and the provisions for appeal. Since the separation is necessary and advisable in the interests of the United States, the Director of Personnel will recommend to the Director in appropriate cases that he exercise the authority granted him in section 102(c) of the National Security Act of 1947, as amended. Persons selected for separation under these procedures will be informed in writing of the final decision of the Agency to effect their separations. The effective date of such separation shall be not less than thirty days following receipt of the notice of final decision.

5. A limited number of additional copies of this memorandum may be obtained from the Director of Personnel by Deputy Directors who desire such copies for Heads of Career Services and other officials directly participating in the personnel review outlined above.

/s/

Allen W. Dulles

Director of Central Intelligence

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ORIGINATOR: /s/ Gordon M. Stewart  
Director of Personnel

24 Jan 1958

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